

THE Victor STORY



THE *Victor*

STORY

To Our Salesmen,

Much has been said about Salesmanship but fundamentally "selling" is much the same no matter what product, service or idea is to be sold.


Knowledge of the company and the products it offers for sale plus proven sales methods are the foundation upon which successful sales careers are built.

For over a third of a century, Victor has pioneered in both manufacturing and selling. . . it has carefully plotted its course step by step. Victor is an acknowledged leader in the business machine industry. We propose to continue our forward march.

To assist you to become familiar with the basic principles of good salesmanship as it pertains to Victor Business Machines, you will find written here facts and proven methods and sales practices which have made this company outstanding in its field.

We invite you to become a successful Victor salesman. . . we invite you to progress with us. And to that end we submit the contents of this book to aid you in accomplishing this objective.

Good luck.



A. F. Bakewell
Vice President and General Sales Manager

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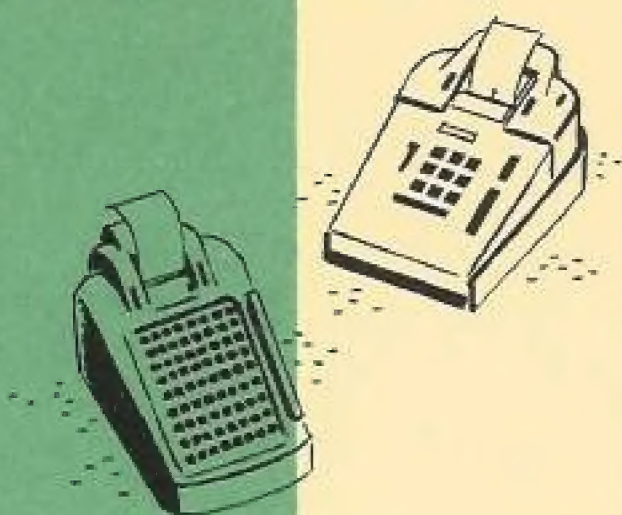
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history



evolution of the figuring machine

HISTORY OF THE ADDING MACHINE

All Began With a Problem

Primitive man was hardly distinguishable from the beast. In the animal kingdom he played an infinitesimal part. He had no permanent home, he had to forage for food and he moved in constant fear of the beasts who preyed upon him.

Spurred by fear he began to utilize his power of dominion... the power of the intellect. He fashioned weapons and discovered fire; he began to think and to find a means of conveying his thoughts to others. He domesticated the animal and cultivated the land. With the system of bartering he launched the world of business, and simultaneously, began the quest for a "counting" machine.

"If the hide of a dog is worth 3 arrowheads, how many arrowheads will I give for 3 hides?"

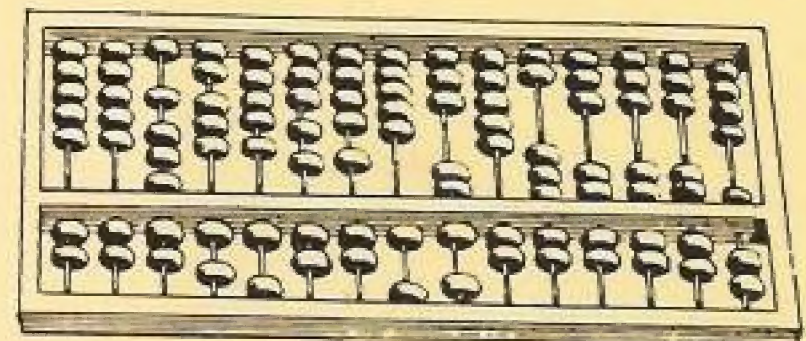
Confronted with such a problem primitive man used his fingers. When he ran out of fingers he used his toes and even the fingers of those about him. He developed the basis for our present decimal system when he used his fingers for units, his toes for tens and employed the fingers of another for hundreds.

Progressively he supplanted fingers and toes for shells and stones. Different denominations were represented by differently colored stones which were arranged in patterns in the sand.

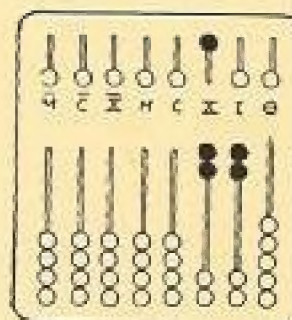
When the accidental movement of a stone threatened the accuracy of his work, he fashioned a device of threaded stones or beads within a frame.

This was used in various forms by the ancient Chinese, Greeks and Romans. Known to us by the Roman term "abacus" it is still in use in China and Japan.

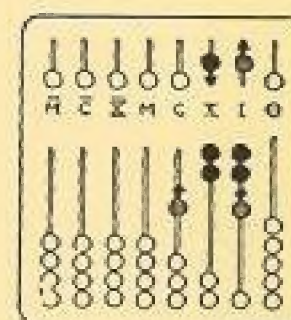
Through the centuries many attempts to determine the principle of mechanical computation were made. Pope Sylvester II, Magnus, Bacon - these and others tried without noteworthy success. Not until 1643 was the first workable "counting" machine constructed. This first success consisted of a set



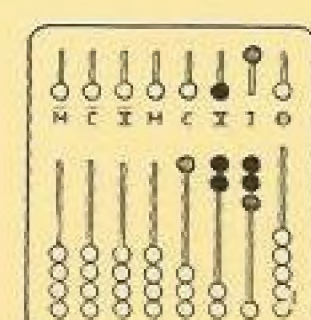
Chinese Abacus or Swanpan



LXXII set up

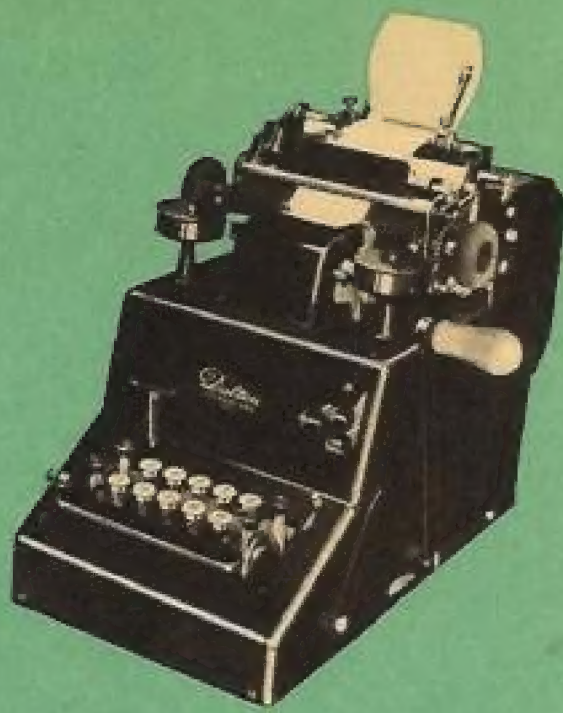


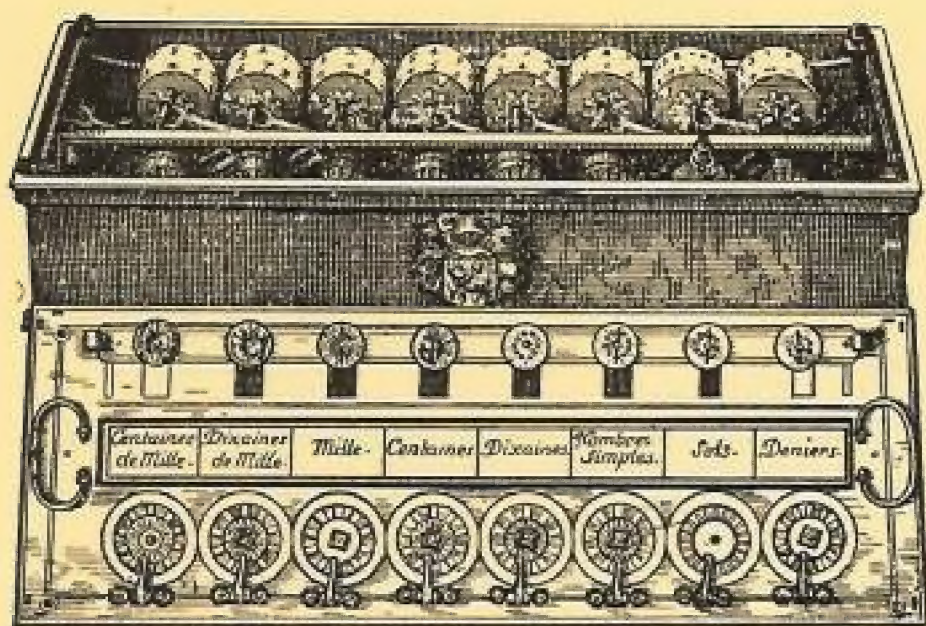
LVI added



Result = CXXVIII

Roman Abacus; showing the stages of operation for addition



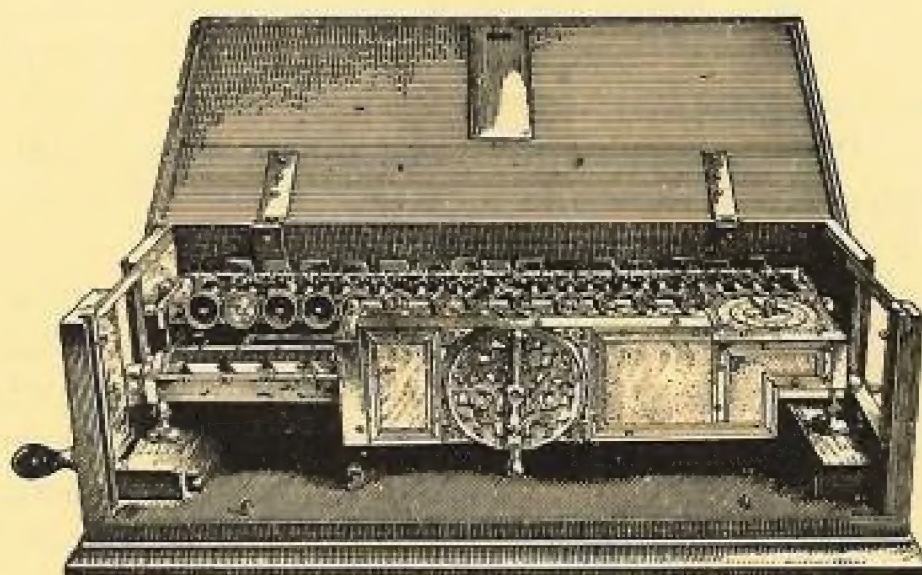


Pascal's Adding Machine

the forerunner of the modern low-priced "pocket" calculator was invented by the Englishman, Sir Samuel Morland. Basically, it consisted of small counter-discs on which figures were registered with a stylus.

By 1695 a machine which would add, subtract, multiply and divide was invented by the German philosopher and mathematician, Gottfried Leibnitz. Only three or four of these machines were actually produced.

Until the Englishman, Sir Charles Babbage, came on the scene in 1812, all man's efforts were directed toward developing a non-listing machine. The idea of a tape



Calculating Machine of Leibnitz

machine that would record its work had not been conceived. Starting in 1812 and for 21 years thereafter, Babbage tried to develop what he chose to call the "Engine of Differences." Although his machine was never perfected, he was the first to conceive the idea of the adding machine as we know it today - a machine which would not only compute but would record its computations.

The Adding Machine in America

In America the adding machine evolved in hectic fashion. In a field of eight major manufacturers today, six produce machines which have experienced numerous trade-name changes or changes in ownership. Consequently, a chronological account confuses. To obtain a clear-cut understanding a brief history of each company must be reviewed. Only by considering the major companies in the industry today and tracing the development of their products can a true picture be afforded.

Alphabetically listed the major machines manufactured are: R. C. Allen, Burroughs, Clary, Monroe, National, Remington, Underwood, and Victor. As nearly as can be determined the following is a short, true account of development as to company and product.

of revolving dials which, in the manner of operation, resembled our present speedometer. To Blaise Pascal, a French mathematician, goes the credit for its development.

Starting with Pascal, man began a more rapid development in this direction. In 1666





R. C. Allen

The true and complete story of the present R. C. Allen Company is not easy to determine. But its origin can be traced to the American Can Company. It is believed that the forerunner of the present R. C. Allen machine, the Add-Index, was produced by the American Can Company but controlled by a group of stockholders whose identity is generally unknown.

About the year 1934, Ralph C. Allen severed his relations with the Allen Wales Company and took over the Add-Index interests. The machine name was changed to R. C. Allen.

The R. C. Allen Company has always manufactured a Full Keyboard machine and from time to time has attempted to develop a workable 10-Key machine. Though 10-Key R. C. Allens, in limited number, have appeared on the American market, its status as a 10-Key manufacturer has not been established.



Burroughs

The first successful listing machine was perfected by W. S. Burroughs for the American Arithmometer Company of Missouri. A Full Keyboard machine was manufactured by the Boyer Machine Company and first marketed in 1892 through the Commercial Adding Machine Company. These early machines were known as "Arithmometers" or "Registering Accountants." Later, in the same year, the firm of W. C. Walker and W. H. Mason took over the contract to sell these machines.

In 1894 the American Arithmometer Company decided to take over the selling end of the business itself. And in 1895 the machines were marketed as "Burroughs Adding and Listing Machines."

From St. Louis, Missouri the company moved to Detroit, Michigan in 1904. The following year it was reorganized and its name changed to the "Burroughs Adding Machine Company."

Burroughs' first machines, the Arithmometer, and later the Pike Model, were heavily constructed. Its portable line was introduced in 1925. In 1952 The Burroughs Co. opened up its adding machine line to non-exclusive dealer distribution in addition to Branch distribution.



Clary

Clary Multiplier Corporation marketed its first adding machine after World War II although the company existed prior to the war. Because of its comparative youth in the industry, its history is not too extensive. All Clary machines are electrically operated and are available only in the Full Keyboard.

Monroe

Just when the present Monroe Full Keyboard machine was marketed under the Monroe name is not generally known. Patents dated 1924 were filed under the name of the inventor, Clyde Gardner, for the Gardner Corporation. The machine was then manufactured as the Gardner.

It is assumed that the name change went into effect, possibly about the year 1930, for the earliest available patents filed under the Monroe trade-name are dated 1931.



National

A number of trade-names and ownership changes have occurred in the history of the National Full Keyboard machine. At or about the turn of the century it was known as the Peters Adding Machine and shortly after, the Peters-Morse. In 1903 it became the Wales and when Mr. Ralph C. Allen, now head of Allen Calculators Inc., became a major stockholder in 1926, a new company was formed and the machine was called Allen Wales.

The National Cash Register Company took over the machine in 1943 and for a few years retained the trade-name. In 1951 it was given National's name.

Remington

The Dalton, introduced in 1902, became the property of Remington Rand in 1927, and was marketed by Remington until 1940.

In 1921 the basis for the present 10-Key Remington was invented as the Premier by Thomas Mehan. Under the trade-name, Brennan, it was marketed in 1929. Bought by Remington in 1931 it was sold in 1933 under two trade-names, Monarch and Remington Rand. Since 1942 the machine has been sold exclusively as Remington Rand.

Underwood

Oscar and David Sundstrand in 1914 invented the basic Underwood machine. It was bought from the Sundstrand s by the Elliott Fisher Company in 1926. Then in 1927 Elliott Fisher and the Underwood Typewriter Company merged to form the Underwood Elliott Fisher Company. And in 1933 the Sundstrand machine was marketed as the Underwood Sundstrand. This trade-name continued until 1951 when the name Sundstrand was dropped. A 10-Key machine, it is now marketed as the Underwood.

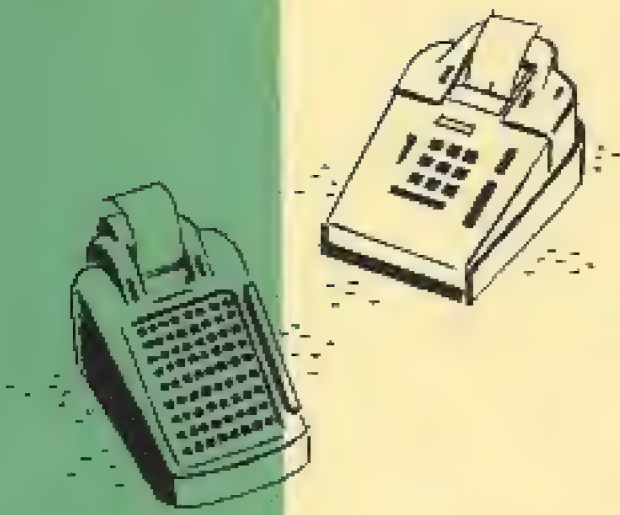
Victor

The invention of Oliver D. Johantgen was first marketed in 1918 as the Victor 100 Line machine. Here was the beginning of the company and the machine which was to guide the adding machine industry out of the awkward stage and give it the impetus to take its rightful place in industrial America. For Victor painted a picture of new horizons by producing a machine out of steel stampings. Now, for the first time, better machines could be produced in greater quantity at a price that took the adding machine out of the category of an expensive convenience and stamped it a business necessity. Progressive Victor methods of development and manufacture put new life in the adding machine industry. Victor provided the spark and has continued to do so.

And when in 1951 the Custom Super-Quiet Model was perfected, Victor gave modern business the quietest, fastest and most efficient adding machine ever to appear on this American market.

So the Custom has brought Victor to its greatest climax. But it is only the latest. By no means is it the last.





Victor's growth and development



THE HISTORY OF VICTOR

The history of VICTOR is the story of the Buehler family. It is the story of a family that dared be different, dared be progressive, dared to initiate. Its evolution is marked by strict adherence to a policy of service irrevocably declared by Mr. Carl Buehler, its founder and first president.

".....to develop new and superior equipment...to produce this superior equipment by progressive production methods...to pass to the consumer the benefits of more efficient, less costly manufacture."

Portrait of a Pioneer

A man of vision, Mr. Carl Buehler, made possible the production of the first VICTOR adding machine. With the foresight that had carried him to prominence in the meat industry, he quickly recognized the vast potential of Oliver Johantgen's invention. In 1920 he provided the bulk of the capital necessary to market the history-making VICTOR Model 100.

No crystal ball is required to understand Mr. Buehler's success. Going back to the turn of the century, we find his reputation well established in the meat industry. As early as 1905 he served the Midwest with a chain of over 60 retail meat markets. In this, he was many years ahead of his time as a pioneer of the modern chain organizations. With his own meat packing plant he supplied his chain of markets, thereby giving to the consumer the savings resultant from the elimination of the middleman. His penchant for developing new and better ways to give true value was the secret of his ability to prosper.

The enviable reputation and prominence of the present Victor Company has its roots in the ethical standards of Carl Buehler.

"Devoting every resource toward giving true value and service guarantees the realization of a suitable return."

It was in the year 1921 that Mr. Buehler bought out most of the other stockholders and assumed complete control. Here began a growth which has been without pause.

Located at 128 South Wells Street in Chicago, the original Victor office was quickly outgrown. In a period of four years the need for additional space forced successive moves to the corner of Green and Washington Streets, thence to the corner of Carroll and Albany Streets with supplementary space on Albany Street.

In 1925, less than four years after Mr. Buehler took control, the company had grown to such an extent that it built its own modern three-story plant at 3900 North Rockwell Street.

Progress Without Pause

Product development was incessant. In 1925 the 100 Line gave way to the considerably improved 300 Line and just two years later this same machine was extended to include the subtract feature. A marked developmental change appeared in 1929 with the introduction of the 5-Line. On it, one-hand operation was made possible for the first time by placing the control keys to the right of the keyboard. When the electric 5-Line was developed in 1930 Victor began

producing what was destined to become one of the finest adding machines ever manufactured. That some of these first 5-Line machines are still in use after 22 years attests to their durability. That these same machines are still in demand is strong recognition of their efficiency and quality.

Before his death in 1932 Carl Buehler saw his company entrenched in a leading position in the industry. Under his direction the company had grown and prospered. To his four sons he bequeathed an organization housed in a modern plant manufacturing a product, now the Victor 5-Line electric subtractor, which had become one of the most popular and widely used adding machines in the entire world. He had established a company whose reputation for business integrity and quality production was firmly secured.

Under the direction of Carl Buehler's sons the 5-Line Victor was continually developed and refined while at the same time a great deal of engineering research was devoted to the development of a smaller machine. With the 6-Line Full Keyboard lightweight models 650, 660 and 680, introduced in 1939, new sales heights were attained. Excepting the war years, Victor, since the introduction of its lightweight line, has spurred to supremacy in the field. With the unveiling of the 7-Line 10-Key models 750, 760 and 780 in January 1940 Victor became the first major company to successfully manufacture both types of keyboards.

In the fall of 1940, the Victor subtractor Models 6-56-4 and 6-58-4 were placed on the market. The addition to the already highly popular 6 and 7 Line set off another bomb shell in the adding machine industry. Sales far out-stripped production facilities, particularly a little later in the summer of 1941 when the 10-Key principle was also applied to the subtracting machine with the introduction of Models 7-56-4 and 7-58-4.

Business continued to increase at a pace that made enlarged production facilities hard put to keep up.

"E" for Excellence

When the United States entered World War II on December 8, 1941 it was inevitable that manufacturing would be vitally affected. On March 15, 1942 the War Labor Board's restrictive ruling sharply curtailed the manufacture of adding machines. Subsequent modification of the ruling made possible the manufacture of machines for specific government approved uses and, later, for a very small civilian market.

It is unfortunate that Mr. Carl Buehler could not have lived to see the tremendous expansion made in the factory he founded. During the war years, 1942, '43 and '44, the plant facilities increased more than four times. Additional space was taken at 2518 Montrose Avenue, Chicago, where the adding machine end of the business was concentrated during the war; at Troy and Irving Park Avenues where storage was

acquired; at 3800 Western Avenue where a large maintenance department was established, and in the Carlson Building in Evanston, Illinois, where a very large crew of engineers, development and research men were hard at work.

Had Mr. Buehler lived he would have enjoyed seeing the large modern factory at 3900 North Rockwell which today stands as a monument to him.

The factory in which the famous Norden Bombsight was made for the United States Army Air Force during World War II is one of the most modern, best equipped factories in the entire United States. It is doubtful whether any factory is better qualified for precision workmanship, both from the standpoint of equipment and skilled craftsmanship. Recognizing this, it was logical that the United States Army Air Corps should turn to Victor as its only prime contractor for the manufacture of the famous Norden Bombsight. Greater recognition could be paid to no company by the Armed Forces. The fact that Victor "delivered the goods" when the going was rough has been a source of genuine pride to all who work for Victor and who helped make its splendid war record. And the Army "E" Award stands as a testimonial to the validity of this pride of accomplishment.

With Peace - a Promise

With the ending of the war, Victor once again turned to the exclusive manufacture of quality adding machines. Following the path of his father, Mr. A. C. Buehler on January 1, 1946 assumed complete and exclusive control of the Victor Adding Machine Co. In his 33 years of experience, in his proven business sense, in his bustling aliveness, imagination and drive, lay a promise of even greater things than Vic-



Original Plant 1925

tor had heretofore enjoyed. And the promise brought speedy fulfillment when in 1947 the Victor electric Executive models were introduced. And the promise has repeated fulfillment many times since and will assuredly continue.

It was in the spring of 1947 that Victor introduced two new models, the 10-Key electric model 7-58-54 and the Full Keyboard electric model 6-58-54. These two Executive models brought to American business for the first time... a fast, modernly designed, full-duty, electric adding machine. When completely automatic Credit Balance was added to these machines in the following year, the Victor model 6-83-54 became the first Full Keyboard adding machine to boast this feature. Considering both keyboards, Victor was the first to incorporate Credit Balance as standard equipment on the 6 and 7-Line, 8-bank subtractor models. This progressive step occurred in January 1950 and to date no other company has been able to follow suit.

Tomorrow's Machine Today

But Victor has shown no tendency to concern itself merely with being the best in its field. Victor policy concerns itself only with the consumer... to give him the best that experience, skill and scientific know-how can develop regardless of what others may offer. Victor's ambition for tomorrow is to offer better equipment than it offers today. So, in the fall of 1950, Victor made still another step forward. The completely new, modernly designed Custom answered the big business demand for a compact, large capacity Victor. In the 10-Key model 70-85-54 and the Full Keyboard model 60-85-54, modern business was offered a truly, up-to-date machine that could total to one penny less than one billion dollars. Incorporated in this new machine were all of the popular

Executive line features plus many more. The fastest machine of its kind, it could add, subtract, multiply and divide. When the Decimal Marker feature was added in 1951 many businesses considered the Custom invaluable as both an adding machine and a calculator.

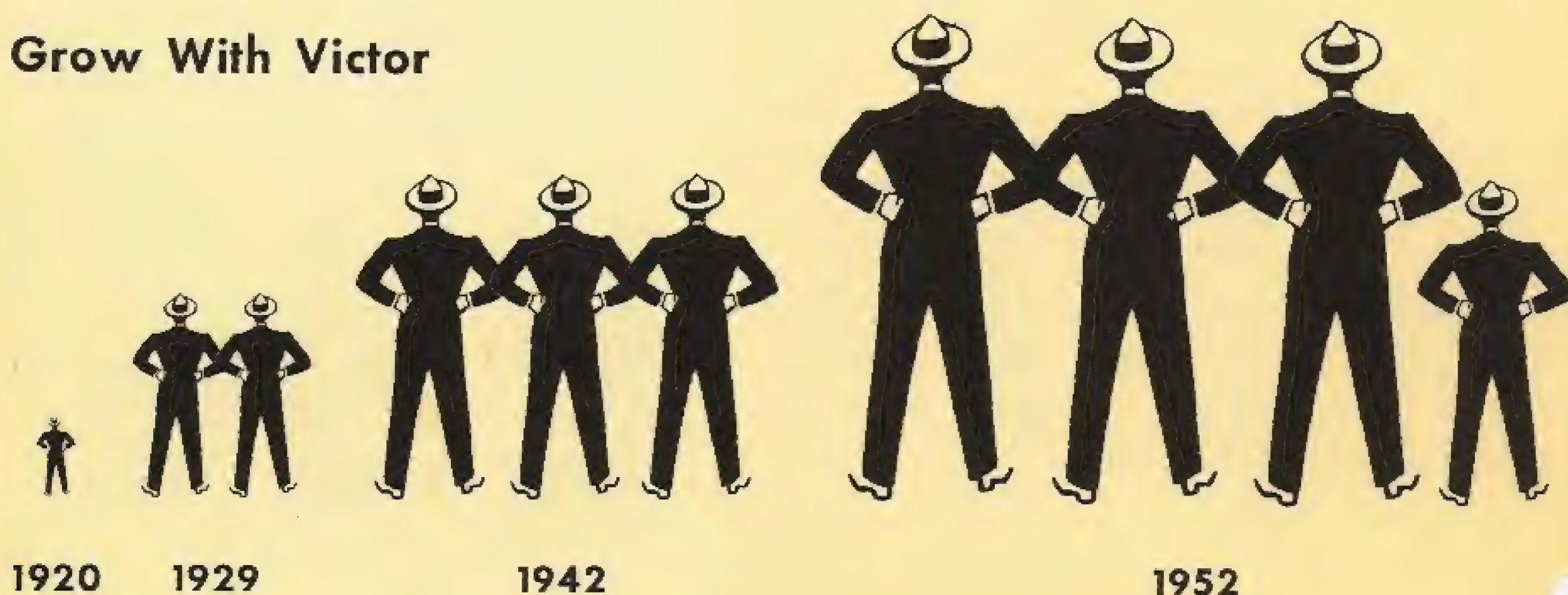
To businessmen the Custom was the ultimate in design, speed, efficiency and practicality. But Victor insisted on improving even the ultimate. The first additional feature was the Decimal Marker. Next, its speed was stepped up and the feather-touch control keys improved. But the Custom introduced in January, 1952 actually startled even the most ardent Victor boosters - for the new Custom was Super-Quiet. Decibel meter tests proved this machine 25% to 74% quieter than other machines on the market. To speak now of the newest, the fastest, the quietest was to speak of the Super-Quiet Victor Custom.

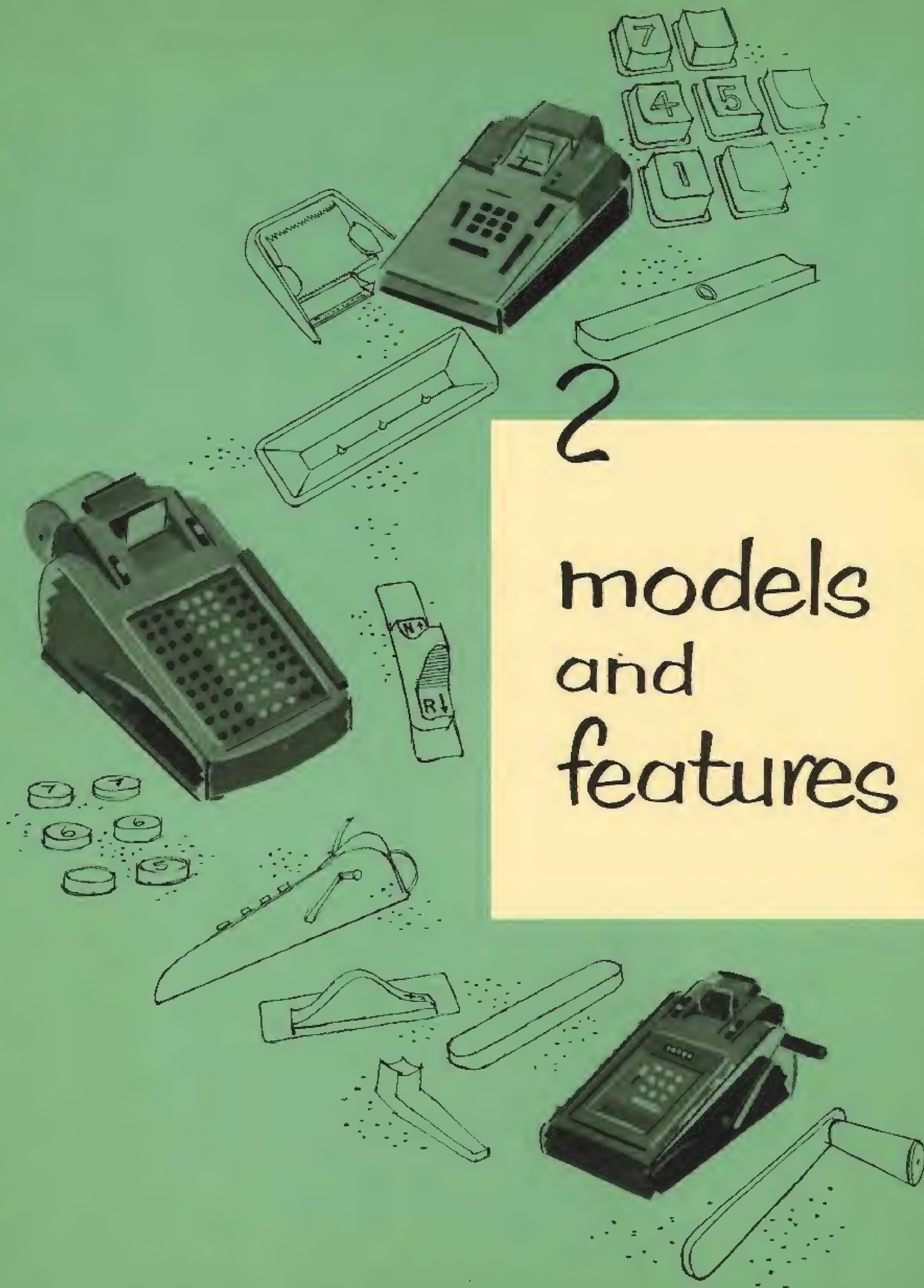
Promise Fulfilled

So, the promise evident in the person of A. C. Buehler has been more than fulfilled. In 1952 Victor can rightfully boast the finest and most complete line of adding machines on the market. Organization-wise the company has grown tremendously. Victor operates 28 branch organizations in major cities throughout the nation. Exclusive Victor dealers and store-owners number more than 700, while non-exclusive Champion dealers total 4,000. The Victor Adding Machine Export Co. alone supplies a million dollar market. With a huge new building now under construction the year 1952 will see the Victor plant actually double in size.

Yes, the Buehler family has dared to be different, dared be progressive, dared to initiate. And under A. C. Buehler, Victor has dared to gain and maintain the leadership of the industry.

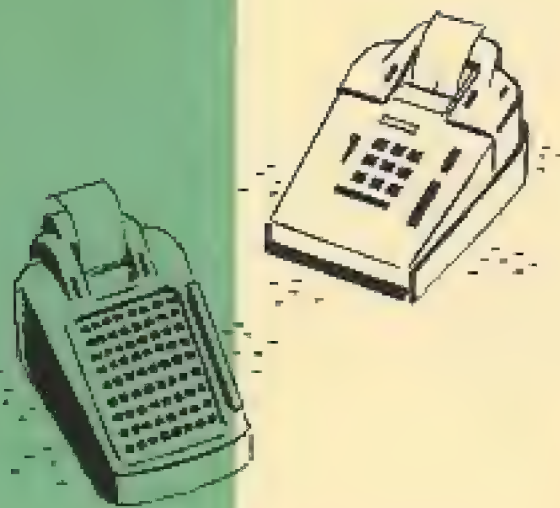
Grow With Victor





2

models
and
features



character
construction
by victor



Testing steel hardness



Tools and dies made to perfection



Ultra modern cadmium plating tank

QUALITY -- VICTOR BUILDS THE ANSWER

All that is quality stands out in what Victor prefers to call Character Construction. Strength of character in each and every part and in each and every finished machine is the objective. To assure character construction Victor continually asks and produces the answer to one simple question:

If Victor were in need of an adding machine, what would it like a manufacturer to offer?

First of all Victor would expect that the machine be designed with the demands of today's figure work in mind. The finest airplane of the thirties is but a relic as compared to the jet propelled ships of today. And so it is with adding machines. Modern business demands machines whose design provides for greater speed, efficiency and simplicity of operation. Modern

business demands machines designed to give quality performance as well as quality service. And Victor agrees with the demands of modern business.

Victor would expect a manufacturer to gather a pool of information from the methods and systems departments of large corporations. From their researches Victor would expect the manufacturer to design a machine to meet these highest of standards.

Since noise is a proven deterrent to office efficiency, Victor would expect quietness to be built into every machine. It would expect that glare resistant factors would assure every machine of passing the most exacting of reflectometer tests.

Victor would rightly assert that a printing mechanism can and should be produced which would print clearly on the tape. It would expect perfect alignment of figures.

In such a machine Victor would want portability. This would demand the utmost in design to permit lightweight parts and fewer parts with no sacrifice of strength and durability. This could be accomplished by adhering to the "pull" rather than the "push" principle in design. It would require "flat"

Precision to 1/10,000th of an inch

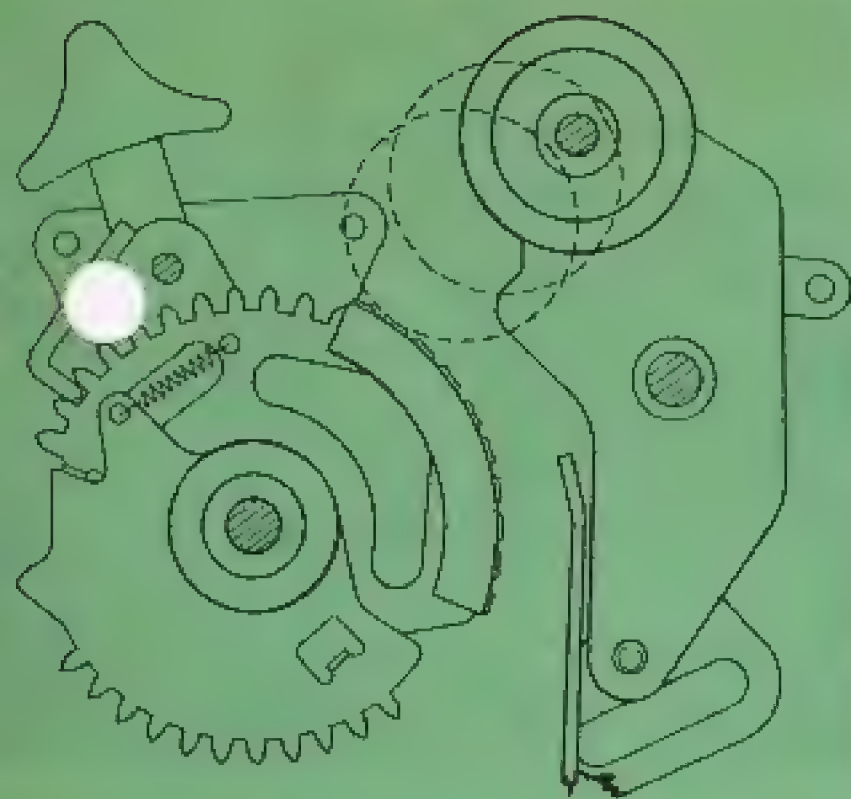


Painstaking exactness in assembly

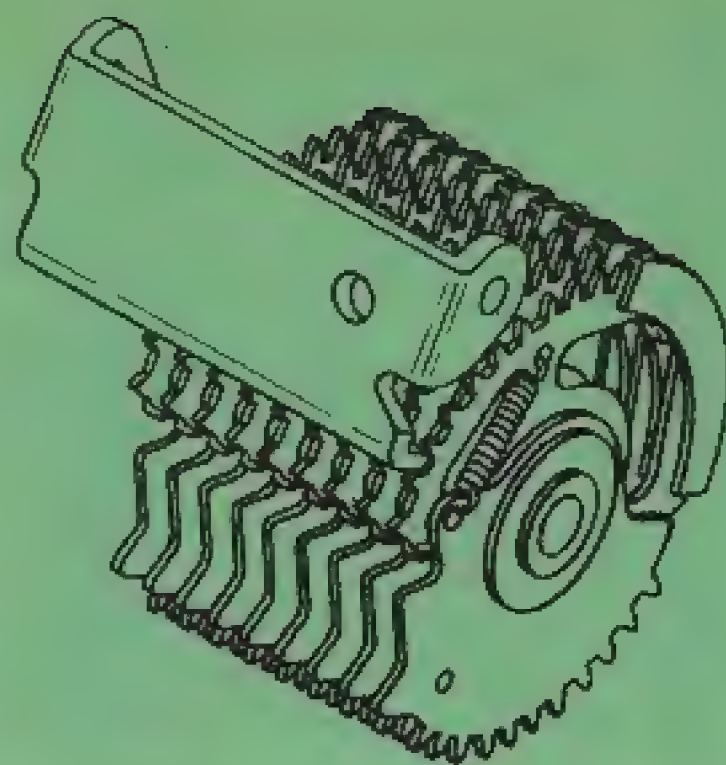


Final accuracy test

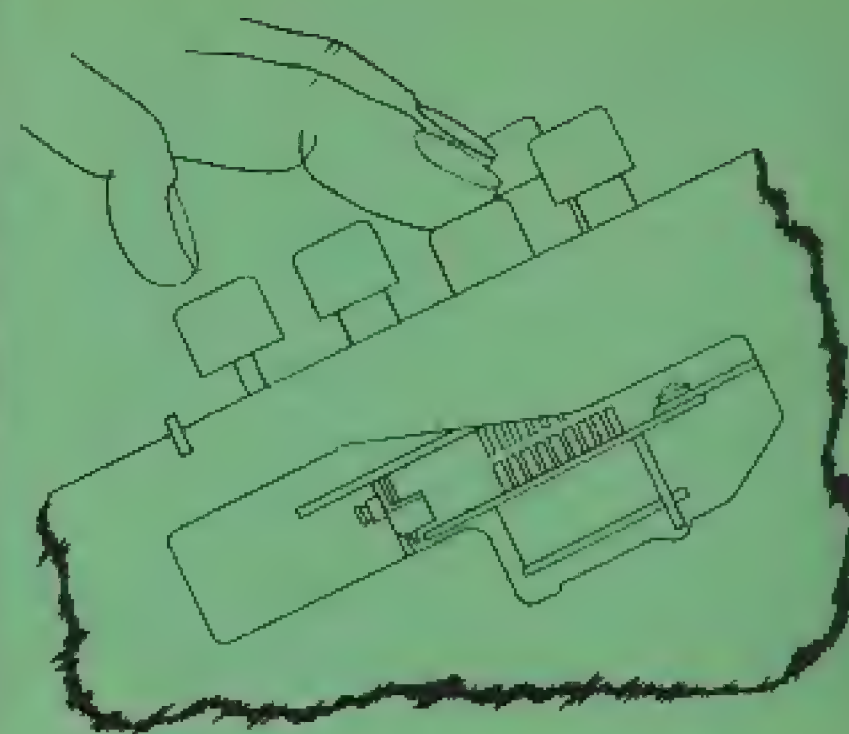




Printing Press Action



Line Lock



Cushioned Keys

parts which stand up better than bent parts. Victor would expect such design because from its experience as a precision manufacturer for the U. S. Army alone, it knows the superiority of such methods. It knows from experience in producing such World War II weapons as the Norden Bombsight, a magnetic airplane compass, gun sights for planes, devices for controlling turret guns and other precision instruments.

A quality machine must be built of quality material. The finest steel; the finest aluminum; the finest oil-resistant neoprene rubber - every basic substance must be the essence of quality.

But even the finest steel can and should be processed and made better. It should be heat-treated and cyanide case-hardened to insure longer life. Victor would expect even the finest steel to be rust-proofed through cadmium plating.

Since springs are so important to performance Victor would expect them to be tailor made. Only the most expensive music wire steel, specially processed to guarantee uniform long-lasting tension would satisfy.

Victor would expect all parts to be punched out

and formed by skilled workmen using only the most modern of precision making tools and equipment. Since adding machine parts require tolerances up to 1/10,000th of an inch, Victor would expect each and every finished part to be checked and rechecked to insure precisional perfection.

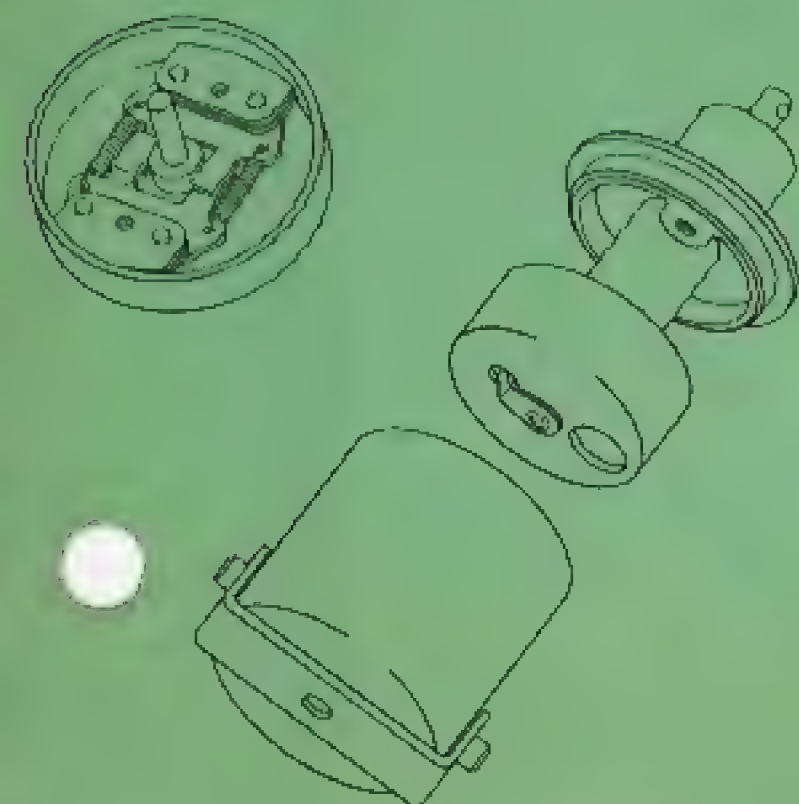
Victor would demand that assembly be supervised in conformance with a rigidly reliable quality control system. It would desire that machines be inspected at various stages of manufacture and that the finished product be thoroughly checked by automatic testing devices.

Of necessity Victor would require that the machine be approved by the Underwriter Laboratories. Fire laws in most states make such approval compulsory.

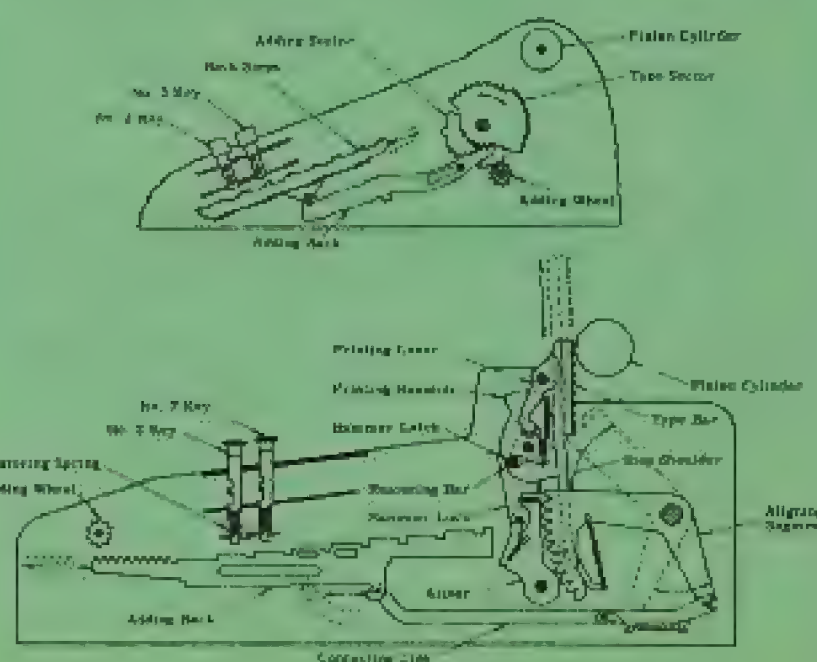
And all requirements would have to be backed up with a well-established, long-term reputation for efficient, dependable, durable manufacture.

Quality material, skilled workmanship and advanced design total the sum of what Victor means by Character Construction. It is what Victor would expect; it is what Victor gives.

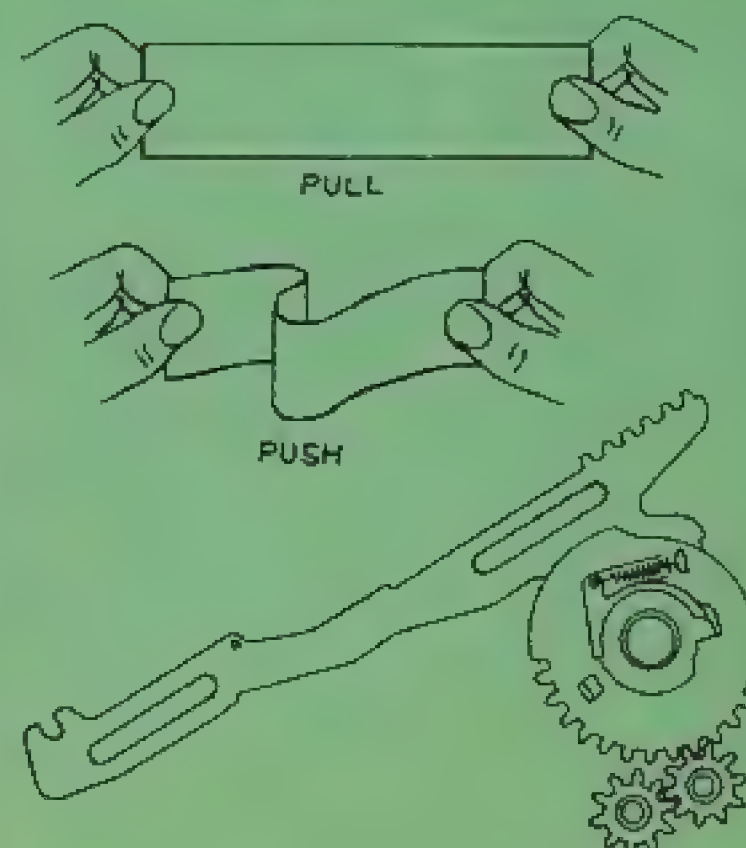
Rotary Governor vs. Dash Pot



Fewer Parts Comparison



Parts Pull Not Push



Why Victor Machines Perform Better and Live Longer

Parts Protection

All parts are chemically treated to make them rust resistant. Cadmium is used on all parts which are not lacquered, enameled or otherwise finished. Very few, if any, competitive machines offer a protection as complete as that provided by Victor. Case hardening of friction parts puts a protective "crust" over the metal and makes it as nearly wearproof as possible.

Fewer Parts

Half as many parts and shorter distances of part travel means fewer wearing surfaces, less friction, fewer parts to get out of order and less repairs. Because fewer parts are used, the parts may be made of heavier materials.

This explains why the Victor can be a better built machine and yet sell for less money. The per part cost on Victor is probably higher than on most machines. Every part is given exclusive careful treatment. Better individual parts combined with better assemblies make a better machine. Yet, less than half as many parts make possible lower cost.

Printing Press Action

The printing press action moves the paper to meet the type instead of bringing the type up to meet the paper, hitting the type with a hammer, having the type draw back and then drop down. It reduces wear because there is no heavy printing blow and at the same time eliminates vibration and noise. Printing press action saves up to 45 parts for each column of machine capacity. An eccentric adjustment is provided to take up wear, on the printing mechanism and provide uniformly even printing throughout the life of the machine.

Line Lock

The rectifier's wedgelike knife-blade assures perfect alignment of all type and locks the entire type section assembly, making it a compact solid unit. When the platen makes contact with this unit, it is much the same as when the printing press meets type - the type has been locked into position. On a printing press, as on a Victor, this prevents trouble and any danger of accident or injury to the printing wheels and at the same time keeps the type in perfect alignment.

Cushioned Keys

The solid Tenite keybuttons rest on the guide plate below the key; hence, any blow on the key is distributed over the entire plate. On older style machines a bent or broken keystem or even more serious injury to the delicate mechanism beneath it may occur. Victor construction eliminates this danger.

Rotary Governor

To control the maximum speed of operation, older style hand machines use the dash pot which is an oil filled cylinder in which the plunger moves up and down. Liquid filtering through a small hole in the plunger determines the speed of the machine operation. In cold weather, liquids tend to stiffen, and slow machine operation results. In warm weather, it thins and tends to leak out. Oil spots on clothing frequently result.

The rotary governor used on the Victor operates on the same principle as that on dial telephones. As the governor revolves the weight of the brake shoes causes them to expand and to brake against the outside drum. Naturally, weather conditions have no effect on the efficiency of the rotary governor. In over thirteen years of use, no rotary governor has worn out, so far as we are able to determine.

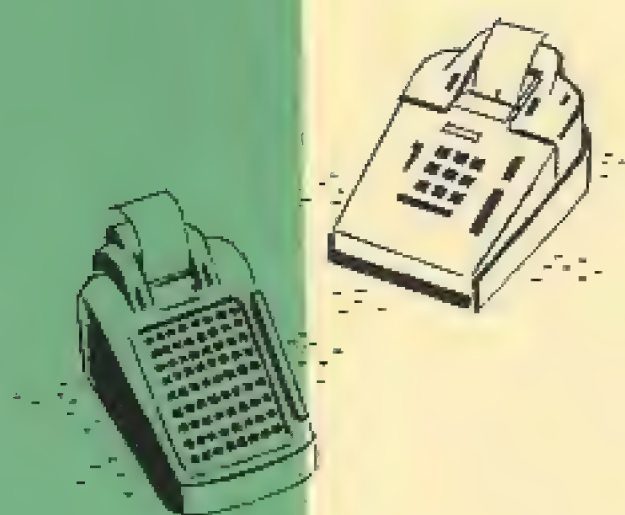
Parts Made of Flat Material

Victor's unique design permits the use of a great many flat parts instead of those bent into various forms. The forming operations tend toward strain and possible weakening at the points where the bending occurred. Since Victor design calls for flat parts the cost of forming parts and danger of ultimate weakening are both eliminated.

Parts Pull Not Push

If you will take about 18" of adding machine roll paper, fold it three times and grasp the end of the folded part in your hands, and push your hands toward each other, you will find no strength in the paper. If you will now pull the paper, you will find considerable strength. Victor employs the pull principle which permits the use of lighter weight parts and yet has actually greater strength.

Ask your customer to make this little test and he will be unlikely to forget your point that Victor parts pull instead of push.



operating features

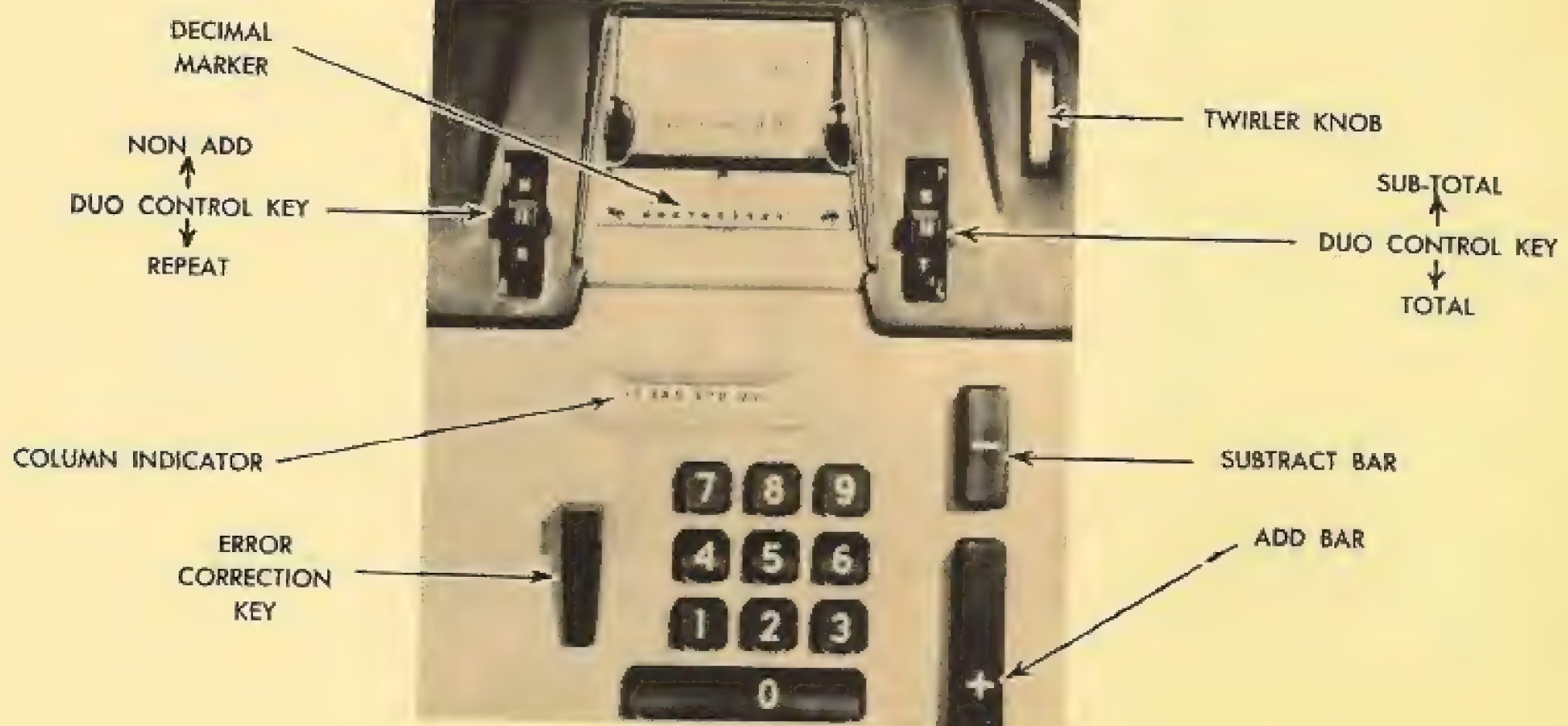


Full Key Keyboard

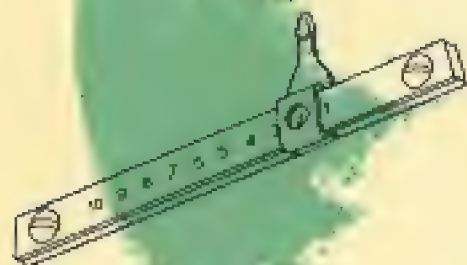
CUSTOM

OPERATING FEATURES

10-Key Keyboard



OPERATING FEATURES



Decimal Marker

The Decimal Marker is used to figure problems involving multiplication, division and addition, or subtraction of decimal equivalents. Decimal places are pointed off by pre-setting the Decimal Marker on the indicator.

The Total Key prints the answer identified by "T." The machine is clear when the Total Key prints - 00T. The Sub-Total Key also prints the answer (symbolized by "S") but does not clear machine. Figures may be added to, or subtracted from a subtotal.



Total & Sub-Total



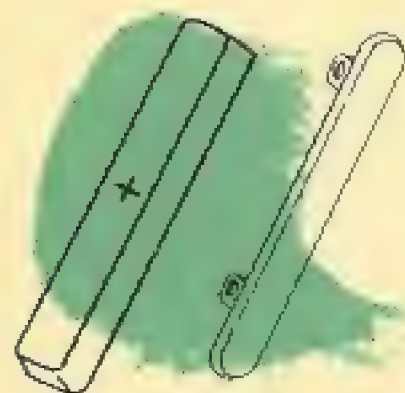
Non-Add

The Non-Add Key prints identifying figures indicating page or invoice number, etc. An "N" appears adjacent to the number printed. This amount is not added into the total.

The Minus Key or bar is used to subtract an item. A minus sign (-) is printed immediately following the item subtracted.



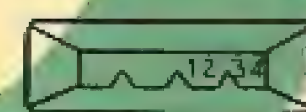
Subtraction



Add Bar

The Add Bar prints and adds figures that are indexed in the keyboard.

The Column Indicator shows how many figures have been indexed in the keyboard. If the keyboard is clear, no number will appear.



Column Indicator



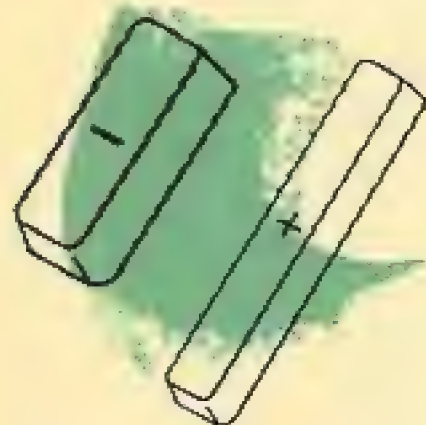
Repeat Key

When the Repeat Key is latched down on the Executive an item is retained and may be added a number of times. On the Custom model the Repeat Key permits repetitive addition and subtraction.

The Error Correction Key is used to clear the keyboard of figures incorrectly entered. On manually operated Full Keyboard machines, the dual total key also performs the function of the Error Correction Key.

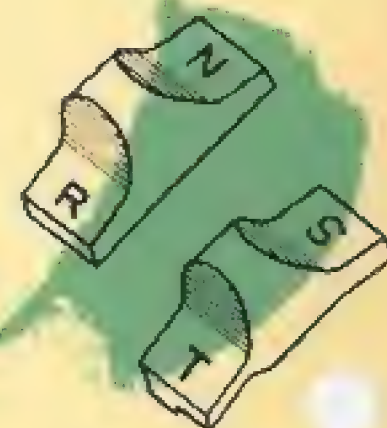


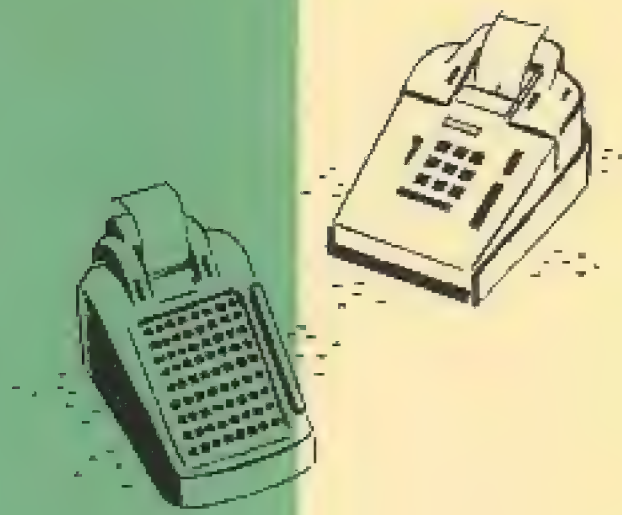
Correction Key



"Live Controls"

On electric models the controls for Total, Sub-Total, Non-Add Keys and Subtract and Add Motor Bars are "live controls." This means they are directly connected to the motor and operate the mechanism automatically when depressed.





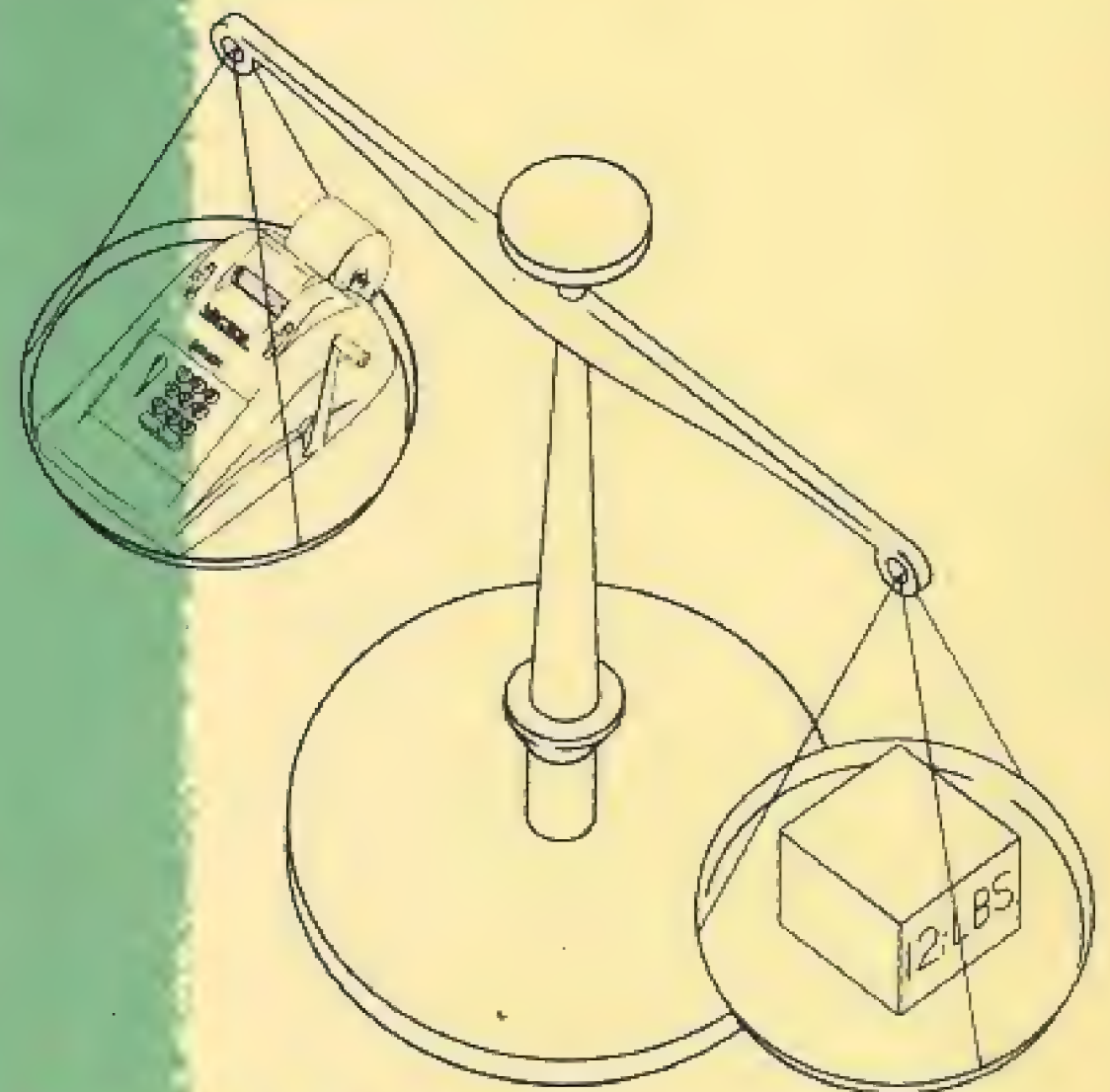
selling features of
the executive adder

THE EXECUTIVE ADDER

The Victor Adding Machine Co. was the first to recognize the need for a sensibly priced machine that every businessman could afford. Through better design and more efficient methods of mass production Victor produced such a machine and brought every business into the adding machine market. Victor continues to supply this market by producing a machine to fit every need and every pocketbook.

Appearance

Simplicity keynotes the attractive design of this finely constructed machine. Coloring and design provide an excellent complement to each other. The die-cast metal case done in soft-tone, wrinkle-grey finish stamps it a wise choice for people of good taste everywhere.



Size and Weight

The Executive Desk Adder takes up little more space than the average desk calendar pad. Weighing only 12 pounds it can be carried from place to place with a minimum of effort. From desk to desk, counter to counter or office to home, it is no chore to transport this compact machine.

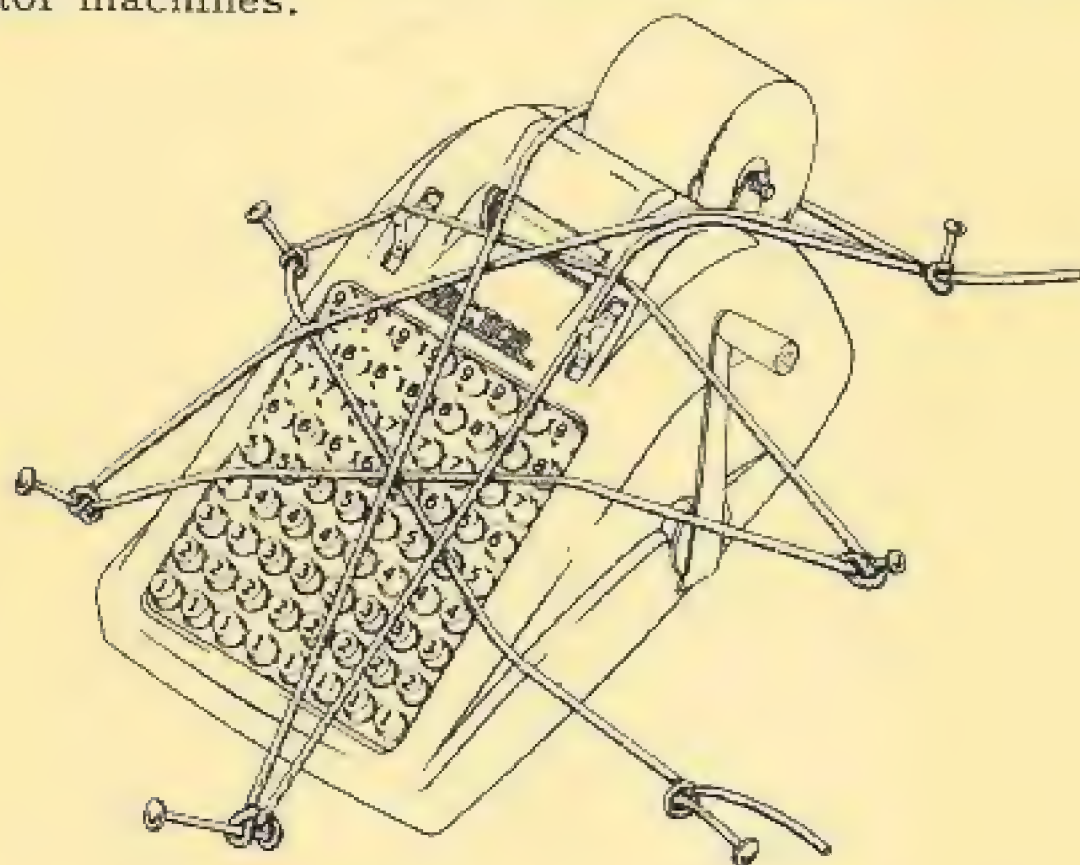
Despite its size it has all the important features of more expensive machines - total, subtotal, error, repeat keys. With cadmium plated and case hardened steel parts it also boasts the strength and durability of higher priced equipment. It is built to produce right answers for many years even though subjected to the roughest handling.

No Wasted Spacing Stroke

The Executive Desk Adder requires no wasted spacing stroke before taking a total, nor are the two separate motions of key depression and handle pull necessary. In one effortless time-saving motion immediate totals print on the tape.

If a prospect were told he must pull the handle 150 times each morning before he could start using a machine, he would probably refuse to buy. Yet, if he takes 150 totals a day he wastes 150 strokes on some competitive machines, just as definitely as if they were taken all at the same time.

Few machines on the market can boast of this one stroke total feature which is standard on all Victor machines.



No Desk Travel

The special rubber feet, the well-balance mechanism and the downward thrust of the handle combine to anchor this Victor in place. Because of this No-Slip No-Slide feature it is a pleasure to operate.

Short Handle Pull

The short arc of the handle means there are only 7-inches of hand movement. Only two fingers are needed for the light easy pull. And the handle pull ends in the center of the keyboard, which means that the "1" or the "9" key may easily be reached with no waste motion. This elimination of waste in time and energy means dollar savings to the Victor user.

Easy To Read Printing

The Executive Desk Adder's punctuated large clear type insures easy and correct reading of all figures. All punctuation marks, decimals and commas print automatically. And in addition, standard vertical spacing, the same as that found on the most

expensive bookkeeping machines and typewriters is incorporated in this compact Victor.

Choice

Only Victor representatives can advise expertly and without bias, for only Victor offers the choice of keyboard. Whichever keyboard is needed or preferred, whether it be 10-Key or Full Key keyboard, Victor men have it to sell.

The Executive Desk Adder handles big jobs in little business, and bigger jobs in big business. It fits specific needs.

Small Business

Small business men find the Executive Adder ideal for:

- Counter Uses
- Inventory
- Totaling Checks
- Checking Invoices

Big Business

Where subtraction is not needed, where durability, portability and right answers are needed; there is where the Executive Adder finds a home. The largest corporations use the Victor Executive Adder:

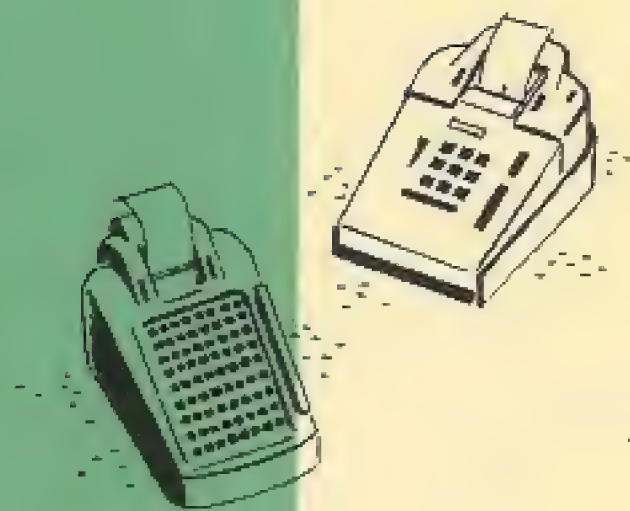
- As a supplementary machine in rush periods
- In Shipping Departments
- Warehouses
- Reception Desk - Miscellaneous adding
- Stock Rooms for Stock Records
- Dining Cars on Trains

Retailers, wholesalers, professional men and large corporations use the Victor Executive Adder because it does the best job in specific jobs.

Pinpointing Major Features

- AUTOMATIC PUNCTUATION
- MEMO WRITING TABLE
- FEATHER TOUCH KEYS
- LIGHTWEIGHT
- QUIET
- ONE STROKE TOTAL
- "FINGER-TIP" CONTROL
- AUTOMATIC SPACE-UP
- STANDARD PAPER ROLL
- AUTOMATIC CIPHERS (6-Line)
- "VELVET-TONE" DIE CAST CASE
- CADMIUM PLATED PARTS





selling features
of the executive
subtractor models

THE EXECUTIVE SUBTRACTOR

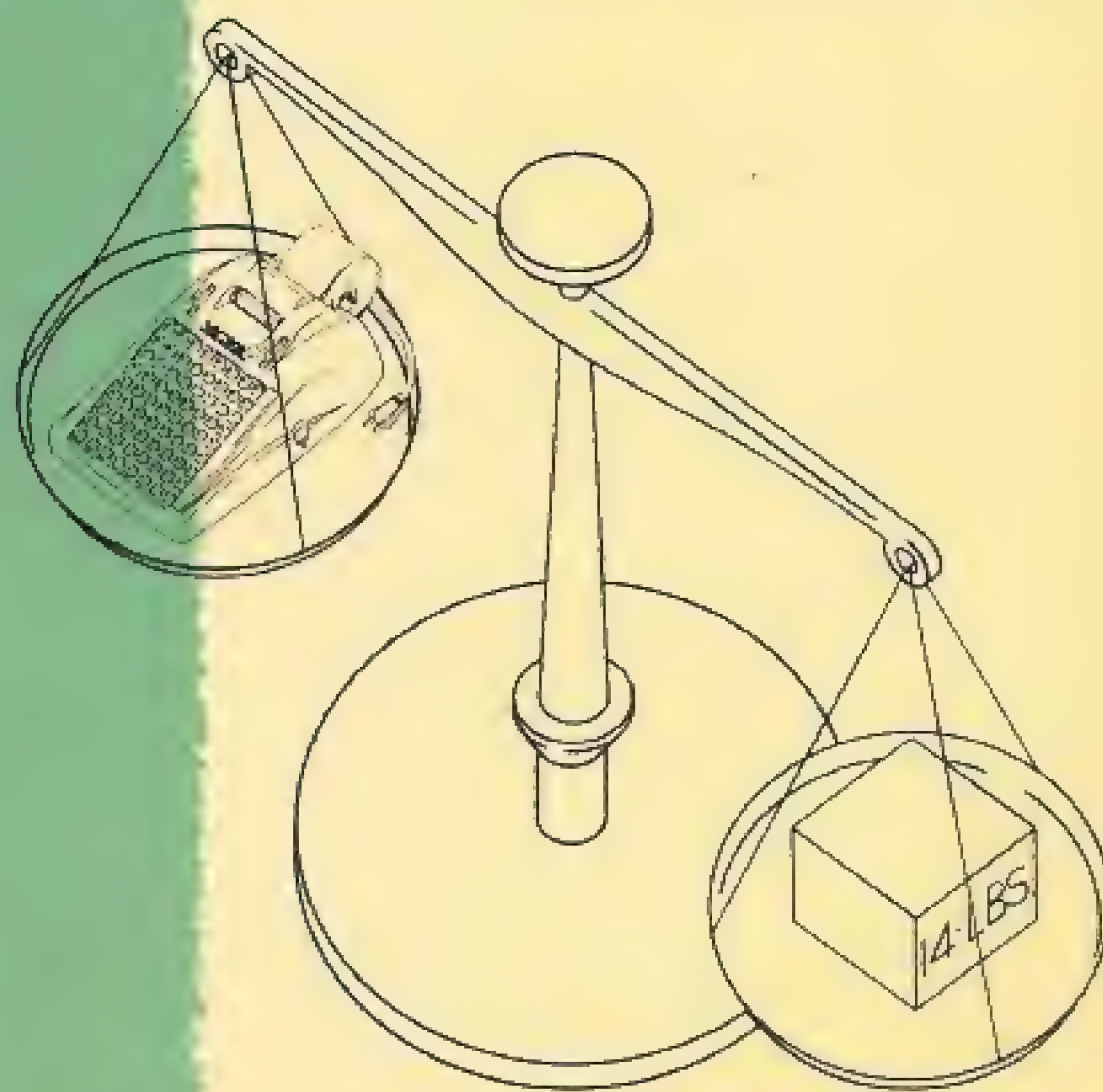
Compactness, completeness, speed, versatility and modern design - these are the qualities of the Executive Subtractor which set the adding machine industry on its heels. Never before had business been offered so lightweight a machine which could do so much. Complete even to automatic Credit Balance, it immediately became a favorite in big business and small. Competition groaned as Victor sales skyrocketed and more and more businessmen looked to Victor to fit their adding machine needs.

Appearance

Rich-looking, most appropriately describes the beauty of the Executive Desk Subtractor. Like a piece of fine-grained furniture it suggests refinement and quality. It belongs in the best of places.

All moving parts including the ribbon reverse and paper feed mechanism are enclosed thus minimizing the effect of dust and dirt. The textolite case resists wear, and is easily cleaned. It is streamlined, corrosion proof and absorbs the sound of the mechanism.

Any man would be proud to own a Victor Executive.



Size and Weight

The Executive Subtractor is the marvel of all who operate it. They marvel that a machine so compact can do so much. Weighing only 14 pounds, it can be easily moved or carried by anyone. It measures only $12 \frac{3}{4}'' \times 7 \frac{1}{2}''$. In desk area it covers little more space than a telephone.



Eye-Ease Color Tones

Carefully selected soft green keyboard colors blend well with virtually any color scheme. Their soft shadings resist glare and eliminate eye strain. Further protection against eye fatigue is afforded by the reading angle keyboard which resists flat light reflections.

Direct Subtraction

Modern business figuring needs demand machines offering greater speed with less chance of error. Direct subtraction, therefore, is not just a feature but a necessity. The merits of direct subtraction then cannot be too greatly stressed when demonstrating the Executive Desk Subtractor.

For example, prospects will want to know how subtraction is used:

1. ERASING INCORRECT ITEMS. Incorrect items entered on the tape may be erased from the ultimate total by re-entering the incorrect figure and subtracting it out. This eliminates the necessity of doing the entire operation over or of remembering to subtract the incorrect figure mentally from the final total.

.00 T
45.00
75.25
85.00
85.00 -
120.25 T

With direct subtraction there is no wasted time and no possibility of error through mental calculation.

2. STRAIGHT AND CHAIN DISCOUNTS. This is a practical use for direct subtraction in every business, for every business has occasion to compute discounts.

3. PAYROLL. Handling the numerous deductions for taxes, hospitalization, insurance, etc. in figuring payrolls, would be an almost impossible task without direct subtraction. The Executive Subtractor makes such figure work easy.

These and other uses for subtraction are more fully explained in the Executive "Secret of Speed."

When demonstrating the subtract feature be sure to use the thumb of the right hand. Using the left hand makes the subtract operation look like a difficult two-hand job. A good demonstrator uses only the right hand to operate the machine.

Repeat Subtraction

An item may be retained and subtracted continuously on the Executive by holding the subtract key in its operating position. No competitive machine offers this one-key repeat subtraction feature.

Repeat subtraction is of particular value to the prospect in figuring discounts and payrolls.

When the subtract key is in the subtract position a safety lock built in the machine prevents taking a total or subtotal until the subtraction has been completed.

Credit Balance

Negative totals are completely automatic on the Executive. No extra keys are necessary. Whenever a larger figure is subtracted from a smaller one, the true difference is printed on the tape. This Credit Balance total or subtotal is clearly identified by the symbol - TC or SC - which prints alongside the answer.

.00 T
525.00
625.00 -
100.00 SC
25.00 -
125.00 TC

Because of the complexity of today's figure problems, most businessmen consider Credit Balance a "must." And they buy Victor because negative totals are automatic.

Simultaneous Key and Motor Bar

Victor 6-Line machines are particularly well designed for simultaneous key and motor bar depression. The elongated motor bar affords fast and effortless operation. This is the established operating method in banks and other organizations where speed is essential. Operators say figure work is fun when done on a Victor.

Only 10 Keys

Ten Keys and only ten are on the Executive 10-Key keyboard. There can be no confusion between control keys and figure keys. Every motion is sure; every motion automatic.

This is in sharp contrast to competitive machines which have as many as 15 keys for the operator to contend with.

On both the Executive 10-Key and Full Key keyboard models the control keys are away from the keyboard which permits sure gear-shift action.

Finger Tip Control

Control and figure keys are so positioned as to permit finger tip control. There is no need to use two hands to operate this machine. Thus one hand operation is less fatiguing and the left hand may be utilized to turn ledger pages, etc., or to pinpoint the figures being transposed.

Cushioned Keys

The solid Tenite keybuttons rest on the guide plate below the key. Hence, any blow on the key is

distributed over this entire plate which protects the machine.

On other make machines not so well protected, a broken keystem or even more serious injury to the delicate mechanism beneath it may occur. Victor construction eliminates this danger.



Visibility

All figures entered in the machine are completely visible. There is no bar or tear-off blade to obstruct vision. Where frequent checking of listed items is necessary this is a particularly strong selling point. Because it is an exclusive feature, it should always be stressed.

Memo Writing Table

Dates, names and other notations can easily be pencilled without tearing off the tape. This is a handy convenience in most types of figure work.

Ten Times Capacity

Ten times the keyboard capacity is an outstanding standard feature on Victor machines. On the Executive it permits totaling to 9,999,999.99 or one short of ten million. It is a particularly attractive feature for applications involving multiplication and division. When explaining this feature to a prospect, it is always better salesmanship to speak of it as "ten times the keyboard capacity" rather than "an extra column of capacity."

999,999.99
X 10

9,999,999.99

Service

In seconds, anyone can remove the case. Cleaning and changing ribbons as well as making minor adjustments and repairs can be accomplished quickly and easily. Victor offers a real saving in this respect for it requires 15 to 20 minutes of a highly paid serviceman's time to do the same job on many other makes.

Pinpointing Major Features

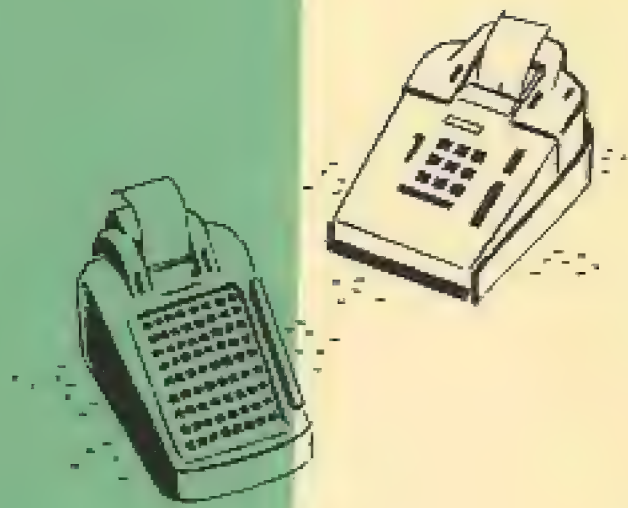
PLASTIC CASE
DESK SIZE 12 3/4" x 7 1/2"
MAXIMUM HEIGHT 7"
FINGER TIP CONTROL
FEATHER TOUCH KEYBOARD
NATURAL READING ANGLE
EYE-EASE COLORS
ALL ITEMS VISIBLE
RECESSED HAND GRIP
10 KEYS AND ONLY 10
QUIET OPERATION
ONE STROKE TOTAL
"GEAR SHIFT" CONTROL
MULTIPLICATION CONTROL
AUTOMATIC CIPHERS (6-Line)
CASE HARDENED FRICTION PARTS
ALL PARTS CADMIUM PLATED
PRINTING PRESS ACTION
LINE LOCK
CUSHIONED KEYS
SIMPLE RIBBON SPACING AND REVERSE
MECHANISM
SIMPLIFIED PARTS MOVEMENT
STANDARD VERTICAL SPACING
LARGE CLEAN-CUT TYPE FACES
DIRECT SUBTRACTION
AUTOMATIC CREDIT BALANCE
SIMULTANEOUS KEY AND MOTOR BAR
DEPRESSION

* * * * *

To the large corporation executive as well as the small retailer the Executive Subtractor became an important asset. It saved valuable desk and counter space. It could be used in a variety of figure problems. It could be carried to the work. It could be efficiently operated by anyone.

In payroll work, checking invoices, figuring statements, taking trial balances, handling budgets and estimates, checking inventory and cash registers, and in so many varied applications, the Executive Subtractor proved its figure versatility. This figure adaptability plus the choice of keyboard started many large concerns thinking in terms of standardizing on Victor.

It is an established fact that many multiple machine users were brought into the Victor fold by the merits of the Executive. It is an established fact that more and more when responsible businessmen think in terms of adding machines they think of the Victor Executive Subtractor. They think in terms of its proven record of efficiency and durability. And they back up sound thinking by buying the Victor Executive Subtractor.



selling features of
the custom models

THE CUSTOM

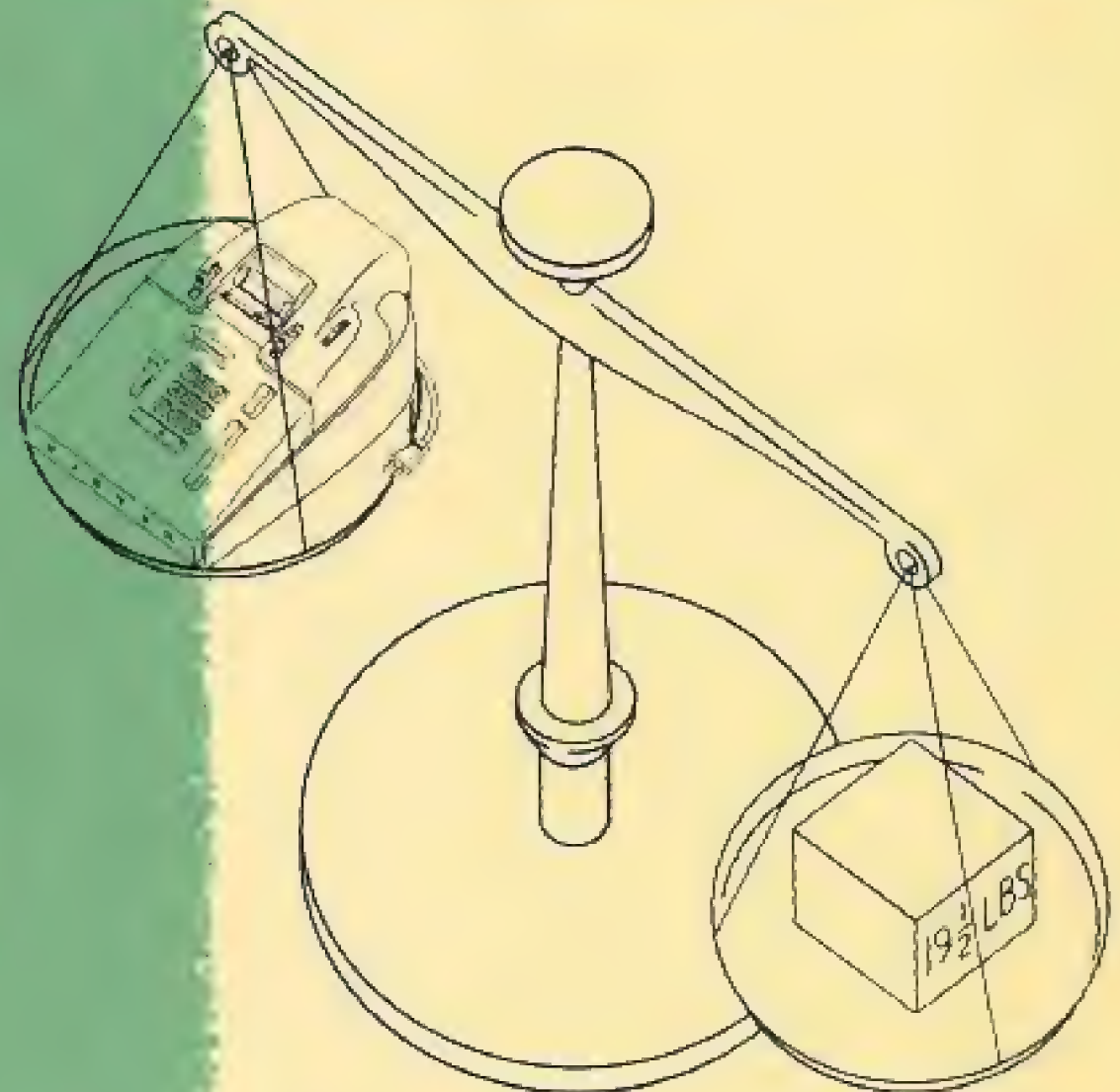
Right on the heels of an overwhelming acceptance of the Victor Executive Line businessmen everywhere began to clamor for such a machine with a larger capacity. In keeping with the policy of producing new and better equipment Victor answered the demand with the completely new Custom Line. In it Victor incorporated all of the features that made the Executive so popular and added many more that convinced the business world that Victor machines are much more than adding machines. Needs which had heretofore been exclusively calculator needs could now be handled on the Custom.

Appearance

Ruggedly handsome, say businessmen of the Custom. Strikingly beautiful, say the women who operate it. And so illustrates the universal appeal of this super-quiet modern Victor.

To the masculine eye its beauty is in its obvious strength and durability. To discerning feminine eyes it suggests perfect blending of color and form.

Attractive green-gray color shades emphasize the exclusive completely enclosed die cast aluminum case. Distinctively formed controls provide a partial frame for a keyboard that bespeaks uncluttered freedom. Beautiful, practical Custom lines delight the business eye. It is much of the answer to why they buy.



Size and Weight

Nineteen and one-half pounds of Custom figure genius that adds, subtracts, multiplies, divides and

automatically computes Credit Balance... a figure genius that measures only 13 3/4" x 9 1/2" and takes up little more room than an ordinary letterhead. Nineteen and one-half pounds that produces fast, accurate answers to figure problems big and small. Businessmen buy the ultimate in compact efficiency when they buy the Custom.

Recessed Hand Grips

To move the machine an operator need but grasp it firmly at the recessed hand grips. Perfect balance at this point makes the machine seem even lighter than its 19 1/2 pounds. When properly held there is no chance of dropping and damaging the mechanism.



"It Whispers!"

Super-Quiet

One of the most powerful selling points of the Custom is its Super-Quiet feature. Every business executive is fully aware that noise reduces efficiency. And in this respect his needs can be satisfied only with the Custom. By actual decibel meter tests Victor Customs are from 25% to 74% quieter than any machine on the market. Never, never fail to stress this self-evident fact.

Natural Reading Angle

The easy-to-read and easy-to-operate keyboard angle eliminates glare and permits faster operation. Ask a prospect to hold a sheet of paper as if he were reading from it and he will hold it at almost the exact angle of the Victor keyboard because this is the natural reading angle. This is the reason for Victor's reading angle design.

True Touch Operation

Only the Victor 70-Line boasts true-touch operation. This boast is soundly based on these facts:

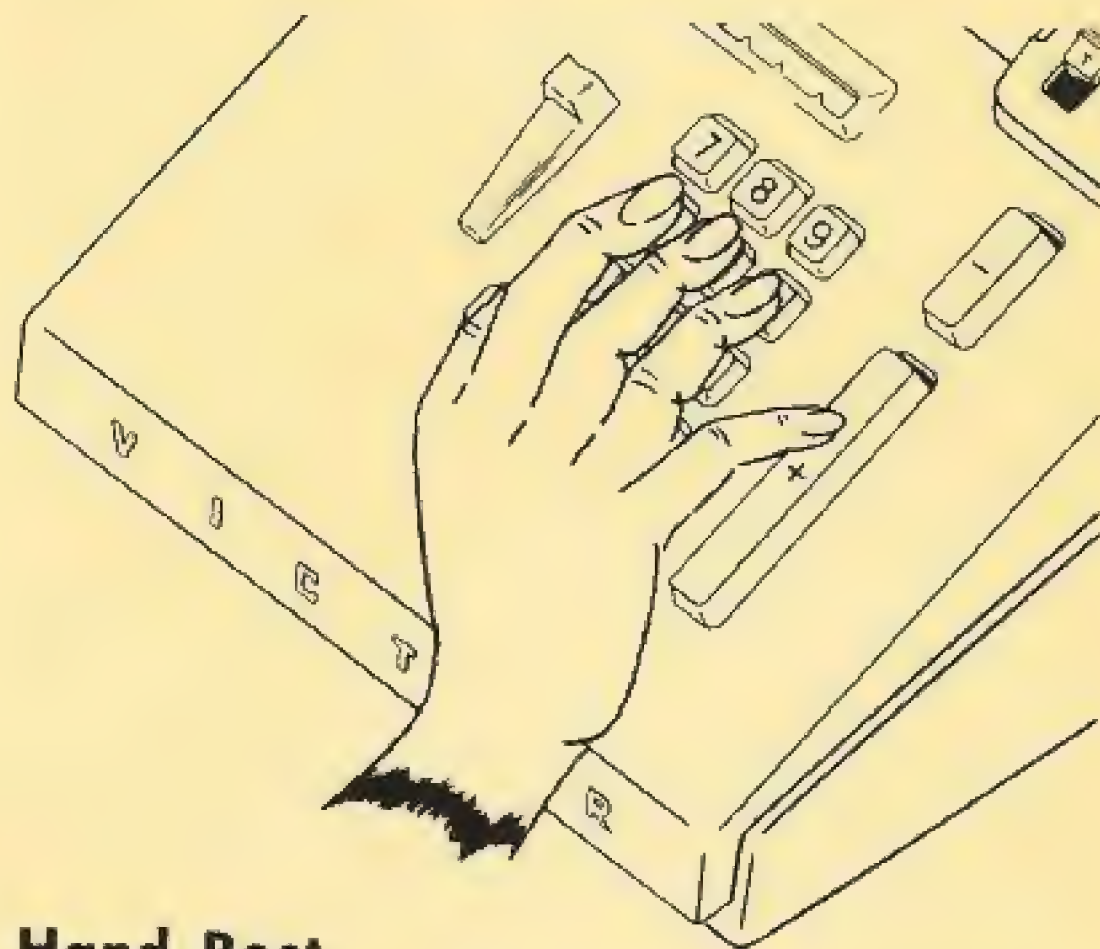
1. Ten and only ten figure keys on the keyboard.

2. Easy-to-locate home keys. (The 4, 5, and 6 keys are deeply concaved.)
3. Distinctive, clearly defined plus and minus bars, within easy reach.
4. Elongated cipher bar permitting natural use of the thumb.
5. Distinctive error correction key within easy reach.
6. Gear shift controls are away from the keyboard.
7. Hand rest eliminates fatigue.

What most manufacturers hope to achieve, Victor has already produced. True-touch operation sells.

Simultaneous Key and Motor Bar

Victor 60-Line machines are particularly well designed for simultaneous key and motor bar depression. Distinctively shaped and ideally positioned add and minus bars, plus the natural reading angle keyboard afford fast and effortless operation. This method has been used for years by banks and other organizations where speed is essential. Operators say figure work is fun when done on a Victor.



Hand Rest

Sufficient space below the 10-Key keyboard permits a person to rest the heel of the hand when operating the machine. In this normal relaxed position figure keys and control bars can be operated with a minimum of effort. With this "true-touch" feature operational fatigue has been cut to the point of elimination.

Proper Figure Key Spacing

The 60 and 70-Line keyboards have been scientifically designed to fit any hand. On key spacing the distance from center point to center point is 3/4" on 10-Key models, and 11/16" on Full Keyboard ma-

chines. With just the right amount of space between keys, there is no danger of depressing two keys at once or of tiring the muscles by over-extending the hand.

Elongated Cipher Bar

The extra wide cipher bar makes for more practical use of the thumb for easier and speedier touch operation. This is an exclusive Victor Custom feature.

On a 10-Key machine when the hand is in normal position over the figure keys, the thumb extends slightly to the left. The Victor 70-Line with its extra wide cipher bar is the only machine made which has been tailored to fit this normal spread of the human hand. Because of this feature operation is easier and speedier. It is one reason for the Custom's being acclaimed the "only true touch machine ever produced on the market."

Non-Add

The Non-Add feature gives the Custom complete versatility. It enables operators to enter identifying figures such as clock card numbers, invoice numbers, dates and the like. Non-Add entries do not affect the total and are identified by the symbol "N."

Short Cut Multiplication

The simplicity and rapidity with which repeat additions and subtractions may be performed stamps the Custom as ideal for short-cut multiplication. With this short method, figuring time can be cut by more than 50%.

It is widely used as both adding machine and calculator. In fact, there are many operations on which the Custom has proven itself faster than current printing calculators.

Division

Because reciprocal division is accomplished by multiplication, all the advantages of Custom short-cut multiplication apply. The Custom lends itself particularly well to handling budgets, operating statements, profit and loss statements and the like. Division is simple, fast and accurate.

Credit Balance

Negative totals are completely automatic on the Custom. No extra keys are necessary. Whenever a larger figure is subtracted from a smaller one, the true difference is printed on the tape. This Credit Balance total or subtotal is clearly identified by the symbol TC or SC which prints along-

Clock No.	3.87 N
	78.00
	1.17-
	5.85-
	70.98 S
	78.00-
	7.02 TC

side the answer.

Because of the complexity of today's figure problems, most businessmen consider Credit Balance a "must." And they buy Victor because negative totals are automatic.

Speed

Custom models are designed to operate at a speed of 170 strokes per minute. The fastest operator cannot possibly outperform the speed capacity of these machines. They will keep up with the demands of the most efficient operators.

In the 70-85-54 Victor offers the fastest machine of its kind ever produced.

Feature Key Locks

Keylocks make it impossible for a person to mis-operate the control keys and jam the machine. When one control key is depressed, all others are locked and cannot be operated.

A latch on the total and subtotal key also prevents an incomplete operation. When not completely depressed this key locks the machine until the operator releases the lock by completing the operation. This is another safety device which insures right answers on the tape and protects the mechanism of the machine.



True Symbols

On the Custom as on all Victor machines "True Symbols" clearly identify every figure on the tape. Totals are designated by "T," subtotals by "S," non-add by "N" and subtraction by the simple minus sign (-). Negative or credit balance totals or subtotals are clearly defined by "TC" or "SC." In sharp contrast to competitive machines, there are no hieroglyphics to confuse the operator and cause costly mistakes.

Decimal Marker

In line with its adaptability to fast multiplication and division is the Custom Decimal Marker. This exclusive feature gives Victor a powerful competitive advantage for it highlights Custom calculator uses. It guarantees accuracy when:

1. Pointing off in adding and subtracting decimals
2. Pointing off in multiplication of decimals
3. Pointing off in division

Ten Times Keyboard Capacity

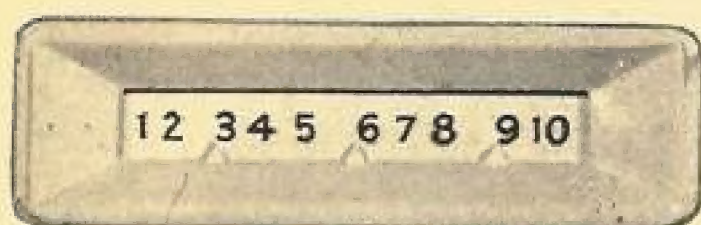
Ten times keyboard capacity permits totaling to 999,999,999.99 or one less than one billion. It gives the Custom a wide latitude for handling many and varied figure problems. In particular, multiple digit division and multiplication require this extra large capacity. It increases the Custom's adaptability to calculator uses.

Paper Guides

On either side of the Golden Throat lips or guides fix the paper in perfect reading position without obscuring the operator's vision.

Column Indicator

Located at the focal point of the keyboard the



10-Key column indicator moves from right to left in natural sequence and is punctuated for dollars and

cents. It shows at a glance how many digits have been entered into the keyboard.

Twirler Knob

While automatic space-up takes care of all normal operations, by moving the tape up or down with the twirler knob it is possible to make added notations, to leave extra space between work problems, or to facilitate a change of tape.

Machine Hood

The Custom is the only completely enclosed machine on the market. This money-saving feature cuts maintenance costs by making the machine practically dust and dirt proof and by eliminating the possibility of damage through dropping foreign objects into the machine. It also adds greatly to the beauty of the machine.


Paper Change Simplicity

Changing paper on a Victor requires little more than removing the used spool and inserting the new. There are no screws, nuts or bolts to complicate the job as is the case with other makes. It is self-evident truth that this operation is performed easier and faster on a Victor.

Service

Easy on-the-spot maintenance greatly reduces service costs. By opening the convenient Inspection Port at the base of the machine or by raising the protecto-hood most adjustments or minor repairs can be made. It is seldom necessary to remove the case.

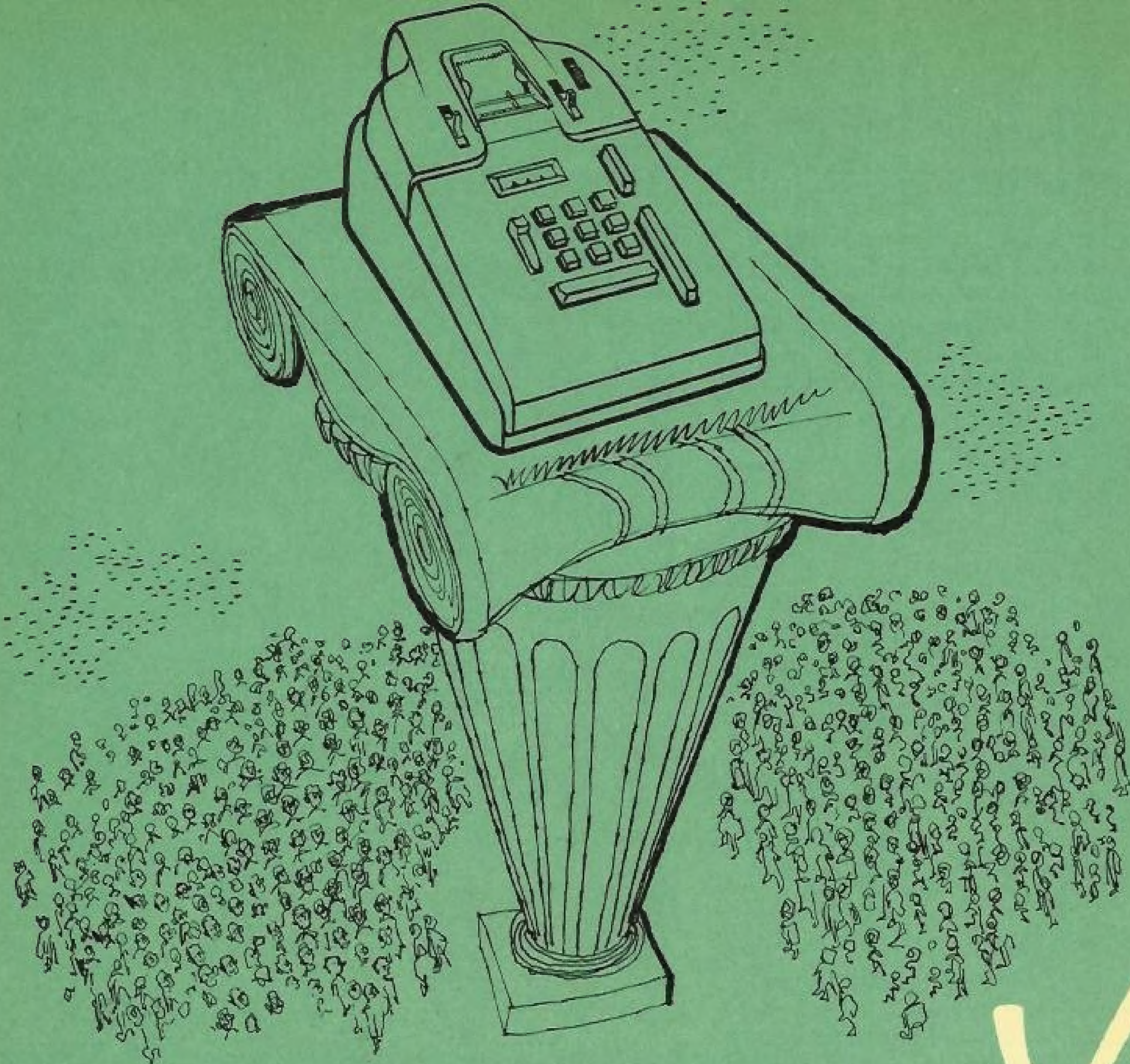
Pinpointing Major Features



TWO-TONE METAL CASE
DESK SIZE
MAXIMUM HEIGHT 7 1/4"
WEIGHT 19 1/2 POUNDS
FINGER TIP CONTROL
FEATHER TOUCH KEYBOARD
NATURAL READING ANGLE
EYE-EASE COLORS
ALL ITEMS VISIBLE
RECESSED HAND GRIP
10 KEYS AND ONLY 10
QUIET OPERATION
ONE STROKE TOTAL
DUO-CONTROL KEYS
MULTIPLICATION CONTROL
NON-ADD KEY
MEMO WRITING TABLE
PLAINLY MARKED SYMBOLS
AUTOMATIC SPACE-UP
EXTRA WIDE CIPHER BAR
AUTOMATIC PUNCTUATION
DIRECT SUBTRACTION
AUTOMATIC CREDIT BALANCE
SIMULTANEOUS KEY AND MOTOR BAR
DEPRESSION (60-Line)
TWIRLER KNOB
CASE-HARDENED FRICTION PARTS
ALL PARTS CADMIUM PLATED
PRINTING PRESS ACTION
CIPHERS PRINT AUTOMATICALLY (60-Line)
LINE LOCK
CUSHIONED KEYS
SIMPLE RIBBON SPACING AND REVERSE
MECHANISM
SIMPLIFIED PARTS MOVEMENT
STANDARD VERTICAL SPACING
LARGE CLEAN-CUT TYPE FACES
170 MACHINE STROKES PER MINUTE

Commenting on Victor - its sales organization, its service, its Custom - the Methods Engineer of one of the largest chemical corporations in the world remarked:

"Until recently a certain manufacturer of adding machines had us buffaloed. When we needed an adding machine we simply bought that make. Victor opened our eyes. We now study available makes and choose the right one for the job. Almost exclusively we find the right one is Victor."



we point with pride to the list of

Victor

*Never content to exist merely as a part
of adding machine history, Victor from its beginning
has maintained the initiative. Victor has MADE history.
Its progressive policies, new machines and better methods
of production are without parallel.
Never the follower, always the followed—
Victor LEADS the industry.*

the first

to use cadmium plating

to make machines out of steel stampings

to successfully manufacture both types of keyboard

to market an 8-bank machine for \$100.00

to adopt the textolite case

to use double injection mold keys

to develop a successful mechanical governor

to include Credit Balance as a standard feature

to produce a completely enclosed machine

to produce a "true touch" keyboard

to incorporate modern styling and design

to introduce a floating, super-quiet mechanism

to incorporate a decimal marker

to use paper-guide lips

to use electrified printing press action

to use true symbols

to introduce one-key repeat subtraction

to place the tear-off blade below the line of vision

to provide an inspection port for easy service

full keyboard machine with completely automatic credit balance

to offer ten times keyboard capacity as a standard feature

firsts